FORCE-FIELD
ANALYSIS
OF
ODP

A Study
for
ODP Management

April, 1983

DRIVING FORCES

Changing Technology

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- Faster & cheaper computers associated technology

- Growing functionality & popularity of Personal Computers

- New packaged software for users, e.g.,

- Opportunity to exploit new technologies, e.g., cut-paper, graphics, document logging networked VM, etc.

RESTRAINING FORCES

Acceleration of Change

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- Sense that technology is changing so rapidly that it might be best to wait and see where industry pioneers are going

- Rapidly changing opera-tional environment: new buildings to service, staff moves, etc.

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DRIVING FORCES	RESTRAINING FORCES

Large Systems Thrust

Large Systems Drag

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- Large systems development,
  like SAFE & CAMS, brings
  new skills & technology
  to ODP

  Production status of new
  systems: CAMS, SAFE, 4C

- External pressures to meet
  production deadlines, e.g.,
  CAMS, SAFE, LIMS, ACIS

- Requirement to develop
  more applications with
  large systems approach
  without sufficient exper-
  to do so effectively

- Drain on ODP resources
  (esp. people) to support
  CAMS & SAFE

- Cancerous nature of CSPO
  organization on long-term
  health of ODP body

- No barrier exists to CAMS
  erosion of ODP resources

DRIVING FORCES	RESTRAINING FORCES
Management ————————————————>	**Counterproductive Management** <————————————————
- New Office Director's willingness to question current plans & operations - Strong, aggressive senior managers with personal agendas - Extraordinary decentralized decision making authority vested in Applications & Processing	- Uncertainty about intent & loyalties of new Director - Mgt's favored treatment of some components (e.g., stepchild feeling in OPS, ED, PD, & Training) - Uncontrolled competing agendas among senior mgrs wastes energy & & resoruces, fosters intra-office rivalries, & causes organizational embarrassment. - SPD's absolute monopoly of key resources & ability to control ODP services - Lack of front office visibility/ involvement in decision making & resource commitment by components - Limited use of extraordinary formal awards & recognition, motivated perhaps by fear of overlooking someone & by paperwork involved

DRIVING FORCES	RESTRAINING FORCES
Resources (Technical)	**Lack of Resources**
— Enormous central computing facilities with reserve capacity	— Lack of resources to satisfy all (or even priority) requirements, esp. those generated by new responsibilities, e.g., OA/WP, — people, space, $
— Secure network of terminals & Data Access Centers to distribute computing power	— Lack of budgetary & organizational flexibility that derives from being in DDA & from rigid internal organization
Resources (People)	— Loss of experienced personnel to other Agency components, e.g., OSO, OD&E, NPIC, just when ODP needs them the most
— Wealth of highly skilled, highly motivated, creative people with pride in the organization	— Incentive for "doing more with less" & taking increased responsibilities out of ODP's hide is waning. The well of creative ideas is running dry.
— Expanding work force with improved skills & new ideas	

DRIVING FORCES

RESTRAINING FORCES

Resources (Reputation)
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No Questioning Conventional Wisdom
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- General external perception
  of ODP as being staffed by
  intelligent, innovative
  computer experts with
  superb technical skills

- Perception of ODP as
  "Land of Opportunity"
  attracts good people

Resources (Experience)
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- Experience & expertise in
  installing, changing, &
  managing large computer
  facilities & in developing
  small to medium scale
  applications on central
  systems

- Lack of an official collection
  & analysis mechanism for user
  feedback regarding services

- Strong personalities occupying
  key power positions for
  extended periods can block &
  stifle questions

- False sense of security about
  what we are doing & how we are
  doing it

DRIVING FORCES	RESTRAINING FORCES
Resources (Attitudes)	**Bad Public Relations**
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- Organizational & personal pride in making contribution & satisfying real needs	- Continued fear of computers by some users & ODP's failure to design systems to compensate for it
- Success orientation: "can do" optimism of people	- Defensiveness resulting from negative visibility common to all utilities; good service taken for granted; users have no frame of reference to appreciate its value.
Nature of the Work	
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- The challenge & excitement of ADP work	
- Drive to be in forefront of technology, one step ahead of ODP users	- Bottleneck caused by continued insistence on being absolute authorities on ADP, but not having the resources to do what's needed
- Need for increased/improved security	

DRIVING FORCES	RESTRAINING FORCES

New Authority/Responsibilities ———————————————>

Lack of Goals/Plans <—————————————

- Increased authority to procure ADP equipment without external oversight

- Increased functional responsibility, e.g., OA/WP

ODP Initiatives ———————————————>

- Central Service Availability & Reliability Goals

- In-house developed services & facilities, e.g., AIM, Batchmon, HBWP

- Applications establishment of Information Center for "Do-It-Yourself" development

- No architect & no plan

- Lack of shared Office vision & goals to focus efforts

- Time & effort required for long-range & strategic planning & budgeting

- MBO process

Environment/Working Conditions <—————————————

- Physical separation of ODP components creates communi- cation problems, artificial barriers, and org. tensions

- Noisy, crowded, cold/hot working environments

DRIVING FORCES	RESTRAINING FORCES
Agency/User Trends	**Workload**

— Trend toward merging Information Services: ADP; OA; Telecommunicatons; Graphics; Printing & Publishing, etc.	— Applications becoming a DDA workshop
— Agency-wide move to electrical vice paper info flow	— Frustrations caused by increasing Applications backlog
— Competition from ADP knowledgeable users with authority & resources to undertake independent & potentially conflicting ADP initiatives	— Increased workload inhibits scheduling employees for training & development. The best people can't be spared.
— Establishment of ADP staffs throughout Agency, staffed by ODP careerists	— Imbalance in workloads & apparent level of dedication generates internal tensions. ("Applications goes home at 4:30, but Processing puts in 60-hour weeks.")
— Rapidly growing & changing user requirements & operational environment	
— Increased ADP sophistication of users leads them to demand more from ODP.	

DRIVING FORCES	RESTRAINING FORCES
Office Policy/Procedures ⎯⎯⎯⎯⎯⎯⎯⎯⎯⎯⎯>	**Organizational Tensions** <⎯⎯⎯⎯⎯⎯⎯⎯⎯⎯

DRIVING FORCES

Office Policy/Procedures ⎯⎯⎯⎯⎯⎯⎯⎯⎯⎯>

- Flexibility/freedom to experiment with new ideas without extensive or detailed requirements or approval procedures

- History of rewarding high achievers for accomplishment formally (promotion, etc.) & informally

- Liberal/Realistic training & development policy keeps employees current with new ideas/technology through training, conferences, & vendor visits/briefings.

- Rotational Program disperses ADP expertise & returns improved perceptions of customer requirements/environment.

RESTRAINING FORCES

Organizational Tensions <⎯⎯⎯⎯⎯⎯⎯⎯⎯⎯

- Lack of Office solidarity & cooperation (e.g., Applications sometimes feels like "just another Processing user.")

- Lack of trust among some groups:
  Applications vs. Processing
  Processing vs. SAFE
  SAFE vs. Everyone
  Engineering vs. SPD
  (Strong competing personalities in leadership roles perpetuate rather than solve these problems.)

- Class distinction within Office ("Prima Donnas" & "High Priests"), e.g., systems vs. applications, professionals vs. techs, CAMS vs. All else, All else vs. SAFE

DRIVING FORCES	RESTRAINING FORCES

Unknown Strengths
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Growth of Organization
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- Increased size of organization has
  reduced flexibility & increased response
  time to satisfy requirements.
  (inertia, bureaucracy, etc.)

- Increased bureaucracy around developing
  applications has decreased ODP response
  to requirements.

- Growing concern, esp. in large projects,
  for form over content in communications,
  i.e., CYA memos are becoming more common.

Poor Communications
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- Reduced/discontinued channels of commun-
  ications, esp. between Applications &
  Processing

- Lack of communication & coordination
  between Applications & Processing on
  major initiatives, e.g. Info Center

- Lack of forum to resolve conflict

DRIVING FORCES	RESTRAINING FORCES
Unknown Resources ————————>	<—— External Management

External Management

— Political oversight and constraints imposed by Congress, DCI, DIA, & DDA on ODP management & resource utilization.

— Lack of restraint on competing customer spending on ADP

— Feeling that no one really cares about resource problems, esp. at executive level, e.g., giving away ODP space has become all too common.

External Personnel Constraints/Factors

— Hiring constraints both F/T & P/T cause ODP to reduce/delay services & projects.

— Negative impact on pride & morale caused by continued attacks on & lack of support for federal employees

— Uncertainity over effects of proposed Civil Service changes, esp. retirement, on recruitment, retention, & morale